CITY MANAGER BULLETIN

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CITY MANAGERS' ASSOCIATION

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Harrison G. Otis, Executive Secretary

VOLUME I, NUMBER 3 MARCH, 1919

CITY MANAGERS' FIFTH YEARBOOK

The Fifth Yearbook of the City Managers' Association will be a very real addition to the literature on commission-manager government. It will be unique in many respects. The leading exponents of the thought and theory back of the new plan, those at the very head of the procession, are presenting to the men those profession they have helped to create, the phases of the subject on which they are specialists. The managers, fresh from the laboratory of hard knocks, the pioneers in the practical application of these principles, give the discussions a zest and tough of life that will make this yearbook a well-rounded product.

The character of our annual publication is changing. Last year witnessed several innovations in the way of illustrations, achievement reports (not limited to those attending the convention), and a complete index. This year, there will be other features which will tend to lift it still further above the plane of the stereotyped convention proceedings. It will be a "regular" book, with chapters "and everything." Here is the list of titles as they will appear:

The Model City Charter; Proportional Representation; Establishing and Maintaining Commission-Manager Government; Progress, Prospects and Pitfalls of the New Profession; A Reconstruction Program for City Managers; City Planning After the War; Administrative Problems of City Managers; Wartime Achievement Reports; The City Managers' Association - Constitution and By-laws - Convention Business - Roll of Members; City-Manager Municipalities; Purchasing Agent's Guide; Index.

Among the "contributors" are: Clinton Rogers Woodruff, Secretary of the National Municipal League; C. G. Hoag, Secretary of the American Proportional Representation League; Lucius E. Wilson, Vice-President of The American City Bureau; Ossian E. Carr, who has served as manager of three cities; Richard S. Childs, Secretary of the Short Ballot Organization; Myron H. West, President of The American Park Builders; and every wide-awake city manager in the country.

AND NOW, a wee personal word to you managers. Shall we publish "portraits" as we did last year? Have you any good suggestions relative to editing or marketing your yearbook? Will you leisurely ones please send in your achievement reports without further meditation? (Don't strive for literary effect; -

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the editor will prune and polish to suit the space). AND WILL YOU FEW who have nought to report kindly so advise, as we hesitate to tamper longer with the temper of the public and of our good advertisers who are awaiting the appearance of this yearbook with impatience. Come on fellows, a little teamwork. SIGNALS!

MANY RESPOND TO ASSOCIATION OFFER

We have ordered 100 copies of Mabie's "City Manager Plan" for our members, in accordance with the offer made in our last issue. Of course, these will be sent only to members whose current dues have been paid. Through generosity or oversight many city managers are waiving their privileges. Are you?

APOLOGIES ARE IN ORDER

A few regrettable errors crept into the tabulation of data in our last issue. We apologize: The manager of Gary, Fla., is J. A. O'Berry; the initials of Mr. Long of Webster City are G. J.; at Cadillac, George spells his last name "Johnston"; Manager Haight's middle initial is J.; Mr. Crosser of Tyler, being so near the Mexican border may well object to the misplacing of vowels in his name. If other errors occurred, please report them at once, so that our list as published in the forthcoming yearbook may be correct.

MUSKEGON REPORT ERRONEOUS

After we had "gone to press" with our last issue, we learned that the election held in Muskegon, Mich., March 5th did not give that city a commission-manager charter as reported. The voters did authorize a charter commission to draft a new charter of the commission-manager type to be submitted at a later election. As the proposal was endorsed by a vote of 4 to 1, Muskegon is clearly entitled to be advanced to the second degree of "forward-stepping" cities.

MANAGER LEGISLATION LOST

The statewide permissive city-manager bills before the legislatures of Indiana and New Hampshire have been lost, as has the special charter bill for Waterville, Maine. Final reports have not been received from Wisconsin, Illinois, Tennessee and New Jersey. The Coshocton, Ohio, voters are reported to have defeated the commission-manager charter proposed for that city.

FORWARD-LOOKING CITIES

In addition to the cities already announced as contemplating adoption of city-manager government, reports have been received from: San Francisco, Calif.; Waukegan, Ill.; Bozeman, Mont.; Lima, O.; Ada, Okla.; Carlisle and Wilkes-Barre, Pa.; Brookfield, Ill.

Augusta, Kans., and Coaldale, Pa., are reported to have some sort of manager government, but our information is incomplete.

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A letter received April 5th states that "the City of Anaheim (Calif.) is about to enter upon the city manager plan." This would indicate a new manager city, but we are seeking further facts before adding it to our list.

CITIES SEEKING MANAGERS

LAPEER, MICH. Population 4,000. Adopted a commission-manager charter at a special election held March 20th, by a vote of 3 to 1, to be effective April 15th. Applicants may file credentials with R. F. Frary, Secretary of the Lapeer Commercial Club.

HAYS and MC CRACKEN, KANS., reported in our last issue, have not yet made appointments. Hays' new commission was chosen April 1st, and is anxious to secure a manager soon. ELECTRA, TEX., population 6,700, wants a manager. Write Mayor J. L. Parker.

So far as reported at this office, there have been no successors to resigning managers appointed by the following cities. The salary received by the last manager is given. WICHITA, KANS.,$10,000; BROWNWOOD, TEX.,$2,400; YOAKUM, TEX.,$2,100; BIRMINGHAM, MICH.,$2,000; Otsego, Mich., $1,800.

ENGLEWOOD STORY BORROWED

We had turned the March Bulletin in to the mimeographer with a sigh of relief and a seven-page story on the results of the Englewood questionnaire. The story was borrowed "in transit" and will appear as an article in an early issue of The American City. However, reprints will be struck off and mailed to all members of the Association with the compliments of the magazine.

Just one regret, no, make it two: First, those city managers whose efforts have received the least praise in the questionnaire replies, to put it mildly, are the very ones who are least likely to receive future copies of the Bulletin and thus miss the opportunity of seeing their cities as others see them. Secondly, the editor has been obliged to compile a second bulletin to replace the depleted one.

The cities reported in the Englewood story are: Springfield, O.; Niagara Falls, N. Y.; Jackson, Mich., San Jose, Calif.; Phoenix, Arizona; Amarillo, Tex.; Sherman, Tex.; Bakersfield, Calif.; Tyler, Tex.; San Angelo, Tex.; Brownsville, Tex.; Alpena, Mich.; Manistee, Mich.; Sumter, S. C.; Cadillac, Mich.; Elizabeth City, N. C.; Alhambra, Calif.; Charleston, W. Va.; Norwood, Mass.; Staunton, Va.; Charlottesville, Va.; Glendale, Calif.; Johnson City, Tenn.; Roswell, N. Mex.

CITIES NOT "GOVERNED" BY MANAGERS

Through an unfortunate selection of title, a little pamphlet recently published by one of our best and ablest members has caused quite a series of protests. It referred to "cities governed by city managers".

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Some time ago, a little town in the Southwest was reported to be operating under the manager plan. A letter of inquiry brought the reply: "We haven't got no city manager. Our people don't need to be managed." Of course no manager governs a city. He is simply hired to supervise business affairs. The commission or council is the only governing body. The error was particularly unfortunate at this time as the manager plan is being attacked on the very ground that it resembles the German burgo-master system. If we managers really claimed to govern the cities, we serve, our profession would have little progress in America.

This slip could hardly have been made had the writer been familiar with the literature on the manager movement which will soon be sent him, as promised in our last issue. A better knowledge of the subject, as afforded by this material, would have made the pamphlet referred to of greater value in other respects.

The author has evidently made very commendable efforts to collect data as to the training of the present city managers. The annual symposiums published by The American City, if referred to, would have made this task lighter and more fruitful. Full professional biographies of 36 of the managers whose training is labelled "not known", "not given", or left blank are to be found in these symposiums and much of the information could have been secured by referring to the yearbooks of the Association. Again, in the list of cities reported to be operating under managers are five which gave up experiments with "near-manager" plans many months ago. They were all mentioned in the October, 1918, issue of the Short Ballot Bulletin.

All of which indicates the timeliness of the Association's offer. It is hard enough to find a member with inclination, time and ability to do constructive publicity work for the new movement. The Association should aid in every way possible.

THE BULLETIN BIDS FAREWELL

To the many guests with whom it has been our pleasure to chat through these first three issues of the City Manager Bulletin: We thank you for your kind attention and wish you well. If we may be of any service to you at any time, drop us a line.

From now on, the Bulletin will be sent only to members of the Association, except as occasional complimentary copies help to "prove the rule". You see, the editor, with becoming reticence, hesitates to intrude further upon these peaceful hamlets whose managers have met all advances with a quiet reserve, very quiet.

C. M. A. SERVICE

Through the agency of this Bulletin, the City Managers' Association plans to render very definite service to its members. We shall not endeavor to compete with technical periodicals by presenting lengthy papers on phases of administrative problems. We have a field all our own, which, if properly cultivated, will yield a harvest well worth the effort. To illustrate, here are some of the projects we have in mind.

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An early issue will be largely devoted to a resume of the city manager movement, brief but comprehensive. It will be brief in that only a paragraph will be drafted to cover each subject; comprehensive in that reference will be given to the best existing sources of information on that subject. The paragraph headings may be: History, Principles, Charters, State Laws, City Managers - powers, duties, training, failures, Progress, Results, Opinions, Campaigns, Current Information, and Bibliography.

In another issue, we hope to list the leading textbooks on each branch of city government, such as would be used in a municipal administration course. The list will be drafted with the aid of research bureau and university co-operation. From it a manager may be able to select readable, authoritative books dealing with the phases of city management that his previous experience has not covered. It will be a short of correspondence course where the size and subjects correspond with the needs; "to make the penalty fit the crime."

A third plan is to present a synopsis of the courses in municipal administration offered by the various colleges, universities, research bureaus and public service training schools in the country. One of the most frequent requests coming to our office is for just such information.

A later study may be devoted to the "departed," being an effort to tabulate and explain the all too frequent resignations that have given this profession such an abnormal mortality rate. Suggestions are always welcome.

MANAGERS PROMOTING MEMORIAL BUILDINGS

In response to the letter from Secretary Lane, endorsing the idea of community houses as war memorials, and in acknowledgment of the two bulletins on memorials which were sent by the Municipal Art Society of New York to all city managers, very interesting letters from you gentlemen have been arriving. Some of these letters have taken a circuitous route via Washington. Others have been addressed directly to 261 Broadway, New York. In either event, they have reached your secretary, one of whose present aliases is: "Executive Secretary of the National Committee on Memorial Buildings."

Among the managers actively interested in the erection of memorial buildings, in addition to those reported in our January number, are: W. C. Bailey, San Jose, Calif.; Bert C. Wells, ElDorado, Kans.; H. G. Hinkle, Altoona, and R. H. Hunter, Ambridge, Pa.; W. B. Bates, Portsmouth, and S. D. Holsinger, Staunton, Va.

HOW ABOUT YOUR CHAMBER OF COMMERCE

Non-partisan government faces no greater danger than that of a slump in active popular interest after the new charter has been adopted and a manager appointed. The second and third elections are certain to be stumbling blocks, and in several instances, remnants of old political factions have found "the better citizens" sound asleep and have slipped their candidates back into office.

A large, well-organized, representative, wide-awake Chamber of Commerce is the logical successor to local party organizations. Such a body should help to form, to focus and to interpret community thought. It should be the one great citizen institution, free from any suspicion of partisan or factional

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interests, which should back up the administration and with which the manager may at all times co-operate. With a commission-manager form of government and a modern Chamber of Commerce, a city is well equipped to meet the ever-increasing problems of community progress.

Just a bit of personal testimony: While your editor was manager at Auburn, Maine, The American City Bureau came in and performed a bit of magic, or so it seemed to some of the "old-timers." Our Board of Trade, with 150 members paying dues of $3.00 a year, was converted into a Chamber of Commerce of 400 members, pledged for three years at $25 a year. Figure up what that means to a city and to its manager. More than that, the new Chamber was thoroughly organized, with a splendid program of work developed from the real needs of the community, as brought out by the Bureau's unique methods. How about your Chamber of Commerce. The enclosed leaflet from The American City Bureau is contributed by your secretary, who is a member of the Bureau staff.

TWO-WEEKS COURSE IN COMMUNITY LEADERSHIP

Perhaps the weakest spot in the make-up of the average man who enters the profession of city manager, is his lack of experience in dealing with the human element of city administration. You older managers who have watched a hundred men drift into and out of the manager field know this to be a vital fact.

An intensive two-weeks summer school devoted to the study of community organization is conducted by The American City Bureau. The dates this year are July 14th, to 26th; the place, Eagles Mere Park, Pa., a delightful resort up in the Alleghany Mountains. The leading authorities in the country are called in to give the courses. They are not dry theorists, but real men who have developed the sxience of community leadership by years of experience in actual service.

Present and prospective managers who seek greater personal efficiency and consequent promotion may well take advantage of this rare opportunity. Your secretary will be pleased to see that a prospectus is mailed to you upon request.

QUESTION BOX

The questions asked in our last issue drew fire. We have received copies of replies relative to civil service, the question raised by Manager Locke of Grand Rapids, from Dr. Lent D. Upson of the Detroit Bureau of Governmental Research and from Kenyon Riddle of Xenia. One was pro, the other con. The question of Mr. Hilton from Alhambra relative to charges for hydrant service was also answered by Mr. Riddle. Here are some more questions:

I. M. Cashell, Goldsboro, N. C.: - Do you have a delinquent tax collector on commission or salary? Is your regular tax collector on salary or commission?

H. H. Freeman, Kalamazoo, Mich.: What do you know of the two platoon system for a fire department?

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MEET OUR ASSOCIATE MEMBERS

Associate membership, open to "any person interested in municipal progress" (sufficiently to advance $5 as dues) was provided for at our Roanoke convention. Such membership entitles the holder to receive the $3.50 worth of live literature on the city-manager plan offered in our last Bulletin and to such information and co-operation as our association may afford. This associate membership was created primarily in order that those who plan to enter the profession may, through relationship with the present managers, gain a broader knowledge of the movement and be better prepared to succeed when they become city managers. Incidentally, they will receive first-hand information as to openings. We have already assisted several candidates to secure positions. The Association never recommends anyone, nor does it hold out any promises of positions. We are glad to co-operate with all who are interested in the movement.

Gentlemen, meet some of our associate members (in chronological priority):

R. W. RIGSBY, Cambridge, Mass.; Engineer, trained in research and administration.
STUART B. MARSHALL, Chevy Chase, Md.; Consulting Engineer and metalurgist.
CAPEN A. FLEMING, c/o American City Bureau, New York; community organizer.
J. B. CHESSINGTON, Thermopolis, Wyo.; City Engineer.
C. W. ROBERTS, Bristol, Va.-Tenn.; Secretary, Chamber of Commerce.
ROBERT E. TRACY, Indianapolis, Ind.; Director, Bureau of Governmental Research.
R. C. HUSTON, Maryville, Tenn.; Consulting Engineer.
S. L. ROOT, Farmington, Ct.; Civil and sanitary engineer.
E. J. REVES, Grosse Pointe Shores, Mich.; experienced in village management.
ELGIN SALES CORPORATION, New York; Motor street cleaner plenipotentiary.
JOHN G. SCHERF, Concordia, Kansas.; Secretary, Chamber of Commerce.
FRANK O'CONNOR, Knoxville, Tenn.; of Huston-O'Connor Co, Inc., Engineers.
JAMES C. MANNING, South Haven, Mich.; City engineer and superintendent of public works.
EDMUND B. LASALLE, Batavia, Ill.; Mechanical and structural engineer.
CARLISLE CHAMBER OF COMMERCE, Carlisle, Pa.; Promoting manager plan for Carlisle.
F. W. SIMONDS, Rahway, N. J.; City engineer experienced in municipal administration.
J. A. HARADER, Bozeman, Mont.; Manager of Chamber of Commerce.

A complete list will be published in our Fifth Yearbook.

ASSOCIATION NEWS

Keep in touch with the movement by revising the data in the last bulletin.

Note the corrections mentioned above and draw a line through Muskegon, Michigan.

Manager Hebenstreit's salary has been raised to the equivalent of $4,500. He started at Albuquerque last summer at $3,600.

R. L. Pickett has been appointed manager at High Point, N. C., to fill the unexpired term of Thos. J. Murphy who resigned March 1st.

John Collier succeeds Fred B. Currey at LaGrande, Ore. Mr. Collier's experience has been chiefly in municipal finance and community organization.

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Roswell, N. Mex., saved some $5,000 in operating expenses last year over the corresponding amount for previous years. No wonder Manager Jaffa "got a raise."

Manager M. H. Turner of Ashtabula has had his salary raised from $2,500 to $3,000. A local report states that Ashtabula has saved over $100,000 in three years.

Louis R. Ash, has now resigned as manager at Wichita, Kansas, after one and a half years' service. He is a member of the engineering firm of Harrington, Howard and Ash of Kansas City.

Manager A. D. Smith of St. Johns, Mich., is working on a schedule for extensive improvements with special attention to construction of concrete trunk lines through the city both ways.

John G. Barnwell, of Rock Hill, S. C., has received his third salary increase. Starting in 1915 at $2,400, he has been advanced to $2,500, to $2,800 and now to $3,000, with a private car thrown in.

Very interesting annual reports have been received from Alameda, Calif.; Albuquerque, N. Mex., Westerville, O., Altoona, Pa., ElDorado, Kans., and Portsmouth, Va. Others are promised at an early date. Don't forget to send in yours.

Portland, Mich., has a regular commission-manager charter which became effective Jan. 1, 1919. The commission consists of the mayor and two other members. F. L. Jenkins, the manager, is experienced in surveying, hydraulics and electricity.

East Cleveland, Ohio, receives 4.31½% interest on daily cash balances. During 1918, all municipal departments were operated at an increased cost of but 2.1% over 1917, altho wages increased 11% and materials from 15 to 25%. Good for Osborn.

Among the former managers who are continuing active membership in the Association are: J. G. Watts, erstwhile of Anchorage, Alaska; R. Stuart Royer, whose position as Secretary of the Alexandria Va., Chamber of Commerce has been noted, and A. M. Field, Winchester, Va.

Riddle of Xenia is out for improvements. On May 20th comes a voting on a large paving and sewer program and later on a bond issue of $260,000 to purchase the water plant and $60,000 to improve the supply. He is now working on a "Grand Clean-up and Brighten-up Week," involving housing conditions, food inspection, trees, gardening and shrubbery.

In Kalamazoo, a survey is being made with a view to extending the municipal electric service into the commercial field. At present, it is used for public lighting only. A municipal exhibit is dated for April 7th to 12th. A bond issue election for a municipal milk plant was planned for April 1st, but has been postponed till fall. The proposed amount is $150,000.

Manager E. A. Beck is reported to be making good at Auburn, Maine. In that state, the local tax rate is a combination of state, county, school and municipal. For some years the amount for municipal purposes has been insufficient, and now the state has made a big increase in its demands and Beck has his hands full explaining why the rate must be increased. Public meetings have been held and the new manager is credited with handling the matter admirably.

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ADVERTISERS IN C. M. A. FIFTH YEARBOOK

The splendid co-operation on the part of some of our members has made the task of securing desirable advertising for our Fifth Yearbook a real pleasure. The managers were asked to recommend those firms whose services and products they could personally endorse. Invitations were extended in accordance with these recommendations. We present herewith a list of our Fifth Yearbook advertisers, and acknowledge the co-operation of the Association members and of the firms represented.

Albright and Mebus, Engineers, Philadelphia
American Cast Iron Pipe Co., San Francisco
The American City, New York
American City Government League, Brooklyn
American Park Builders, Inc., Chicago
Amer. Proportional Rep'n League, Phila.
American Sewer Pipe Co., Akron, O.
American Sewer Pipe Co., Jackson, Mich.
American Voting Machine Co., Waltham, Mass.
American-LaFrance Fire Engine Co., Elmira, N. Y.
Ashtabula Changeable Sign Co., Ashtabula, O.
F. W. Ballard & Co., Cleveland, O.
Barber Asphalt Paving Co., Philadelphia
The Barrett Company, New York
Bi-Lateral Fire Hose Co., Chicago, Ill.
Harold L. Bond Co., Boston, Mass.
Boulder Investment Co., Buffalo, N. Y.
Buffalo Motor Co., Buffalo, N. Y.
Buffalo-Springfield Roller Co., Springfield, Ohio
Burns & McDonnell, Eng'rs, Kansas City, Mo.
Champion Potato Machinery Co., Hammond, Indiana.
J. D. Cloud and Co., Cincinnati, O.
Doubleday Page and Co., Garden City, N. Y.
Eastern Clay Goods Co., Boston, Mass.
Elgin Sales Corporation, New York
Engineering & Contracting, Chicago
Federal Motor Truck Co., Detroit, Mich.
Gamewell Fire Alarm Telegraph Co., Boston.
Gannett, Seelye & Fleming, Harrisburg, Pa.
John W. Hahn, Boston, Mass.
A. E. Hansen, Engineer, New York
Rudolph Hering, Engineer, New York
Chas. C. Hopkins, Engineer, Rochester, New York
Kelly-Springfield Mot. Truck Co., Springfield, Ohio.
Kinney Mfg. Co., Boston, Mass.
H. C. Lilley Co., The, Columbus, O.
Metropolitan Paving Brick Co., Canton, O.
Milton Hersey Co., Ltd., Montreal.
Municipal Journal, The, New York
Nat'l Cast Iron Pipe Co., K. C. Mo.
Pittsburgh Motor Co., E Pittsburgh, Pa
Pittsb'gh Testing Laboratory, Pittsburgh, Pa.
Alexander Potter, Engineer, New York
Redwood Mfg. Co., San Francisco.
Rensselaer Valve Co., Troy, N. Y.
E. H. Sargent Co., Chicago, Ill.
Schuylkild Valley Vit'fied Prod. Co., Oaks, Pa.
Seagrave Co., The, Columbus, O.
Sewell Cushion Wheel Co., Detroit
A. P. Smith Mfg. Co., E. Orange, N.J.
Springfield Eng'g Co., Springfield, O.
Thompson Motor Co., Brooklyn, N. Y.
Waddell & Son, Inc., Eng'rs, K.C.Mo.
White Co., The, Cleveland, O.
Yeomans Bros., Company, Chicago.